

## Excel Program

Steps to Be Undertaken to Meet Goal	Objective and Action Brief Narrative	Current Status	Resources Required	Fiscal Impact
<b>Goal 1</b> To continue to maintain the City in a sound financial condition.				
<b>1 Objective</b>	To seek a higher bond rating	In process	Current	Current
1.1 Action	Adopt written financial management policies	In process	Current	Current
1.2 Action	Develop two year budget forecasting	In process	Current	Current
1.3 Measure	Rating agencies report			
<b>2 Objective</b>	Meet higher standards of financial reporting	Continually	Current	Current
2.1 Action	Seek GFOA award for annual financial statements under GASB 34	Annually	Current	Current
2.2 Action	Seek GFOA award for annual budget report	Annually	Current	Current
2.3 Measure	Receive Certificates of Achievement			
<b>3 Objective</b>	Maintain compliance with industry standards	Continually	Current	Current
3.1 Action	Implement GASB pronouncements in a timely fashion	Annually	Current	Current
3.2 Measure	Receive Certificates of Achievement			
<b>4 Objective</b>	Review all financial ratios to ascertain compliance with industry standards	Continually	Current	Current
4.1 Action	Compute and analyze financial ratios	Continually	Current	Current
4.2 Measure	Rating agency reports			
<b>Goal 2</b> To encourage the participation of the Annapolis community in the "Build the Budget" process.				
<b>1 Objective</b>	Provide access to current year budget on the web site	Completed	Current	Current
1.1 Action	Create web file for Approved Budget on City's web site	Completed	Current	Current
1.2 Measure	Accessible web file			
<b>2 Objective</b>	Continue and encourage budget outreach sessions with community members	Annually	Current	Current
2.1 Action	Utilize the Mayor's radio show, e-mail, and citizens' interest groups	In process	Current	Current
2.2 Measure	Budget sessions attendance			
<b>3 Objective</b>	Publish budget schedule and provide updates via the web and public notices	Completed	Current	Current
3.1 Action	Create budget web page with continual updates and information with "push" technology options	Completed	Current	Current
3.2 Measure	Web hits and requests			
<b>4 Objective</b>	Merge EXCEL Program into the budget process	In process	Current	Current

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Steps to Be Undertaken to Meet Goal	Objective and Action Brief Narrative	Current Status	Resources Required	Fiscal Impact
4.1 Action	Coordinate and merge EXCEL documents into Budget	In process	Current	Current
4.2 Measure	EXCEL documents included in Mayor's Proposed Budget			
<b>Goal 3</b> To protect and safeguard the assets of the City.				
<b>1 Objective</b>	Insure that any concerns raised during the annual independent audit are addressed in a timely fashion	Completed	Current	Current
1.1 Action	Management comments from auditors are cleared prior to start of next audit	Completed	Current	Current
1.2 Measure	Next year's audit review			
<b>2 Objective</b>	Perform internal audits and inventories in all City departments	In process	Current	Current
2.1 Action	Perform internal audits	Annually	Current	Current
2.2 Action	Perform inventory audits	Annually	Current	Current
2.3 Measure	Level of discrepancies found			
<b>3 Objective</b>	Review actuarial analysis to ascertain compliance with established policies and funding levels	Annually	Current	Current
3.1 Action	Compare and analyze insurance claims and payments for negative trends or improperly managed claims	Continually	Current	Current
3.2 Measure	Trend in claim numbers and amounts			
<b>Goal 4</b> To maintain effective expenditure controls.				
<b>1 Objective</b>	Monthly projections of major expenditure categories	In process	Current	Current
1.1 Action	Prepare and analyze monthly projections	In process	Current	Current
1.2 Measure	Expenditures within budget			
<b>2 Objective</b>	Review of categories of expenditures with modulating annual costs	Annually	Current	Current
2.1 Action	Identify and document significant changes in costs for major expenditure categories	Continually	Current	Current
2.2 Measure	Expenditures within budget			
<b>3 Objective</b>	Review of financing options	In process	Current	Current
3.1 Action	Continually monitor market conditions to take advantage of lower lending rates	In process	Current	Current
3.2 Measure	debt service ratios			
<b>4 Objective</b>	Cost of service analysis	Annually	Current	Current

**Excel Program**

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4.1 Action	Assign costs by service provided, prepare annual comparisons, and report inefficiencies	Annually	Current	Current
4.2 Measure	Maintenance of service costs			
<b>Goal 5</b> To enhance revenue collection options and practices.				
<b>1 Objective</b>	Monthly projections of revenues	Monthly	Current	Current
1.1 Action	Prepare monthly revenue projections and utilize information gathered to attain better collection means	Monthly	Current	Current
1.2 Measure	Revenues meet / exceed budget			
<b>2 Objective</b>	Enhance the City's capabilities in seeking grants and private contributions / partnerships	Continually	Current	Current
2.1 Action	Use research software and coordination with other departments to locate grants	Continually	Current	Current
2.2 Action	Investigate more options for private partnerships	Continually	Current	Current
2.3 Measure	Increases in intergovernmental and contribution revenue			
<b>3 Objective</b>	Review fee / fine schedule, develop an associated cost of service schedule and a comparable jurisdiction listing	Annually	Current	Current
3.1 Action	Review of fee schedule with respect to cost of service	Annually	Current	Current
3.2 Action	Compare City fees / fines with other jurisdictions to ascertain reasonableness and new sources of revenue	Annually	Current	Current
3.3 Measure	Fees meet service costs			

DEPARTMENT: Finance

DIRECTOR: Timothy Elliott

**Performance Measure Worksheet**

EXCEL Program Goal Measure Outcome Indicator	Efficiency Measure / Indicator				
	FY 05		FY 06		FY 07
	Goal	Actual	Goal	Estimated	Goal
<b>Goal 1</b> To continue to maintain the City in a sound financial condition.					
1.3 Bond credit rating	N/A	AA+	N/A	AA+	AAA
2.3 Receipt of the GFOA Comprehensive Annual Financial Report award	N/A	Yes	N/A	Yes	Yes
2.3 Receipt of the GFOA Distinguished Budget Presentation award	N/A	Yes	N/A	Yes	Yes
<b>Goal 2</b> To encourage the participation of the Annapolis community in the "Build the Budget" process.					
1.2 Number of consecutive years the budget is available on the web site	N/A	5	N/A	5	5
3.2 Number of budget related hits on the City web site	N/A	190	N/A	774	1,000
<b>Goal 3</b> To protect and safeguard the assets of the City.					
2.3 Number of journal entry transactions	N/A	1,702	N/A	1,800	1,800
2.3 Finance committee meetings/minutes prepared	N/A	11	N/A	10	12
<b>Goal 4</b> To maintain effective expenditure controls.					
1.2 Number of purchase orders processed	N/A	2,110	N/A	2,000	2,030
1.2 Number of payroll checks issued	N/A	15,422	N/A	15,850	16,000
2.2 Number of accounts payable invoices paid	N/A	16,582	N/A	16,850	17,000
3.2 Ratio of annual debt service to total general fund expenditures	N/A	6.8%	N/A	5.8%	7.0%
4.2 Number of expense line items analyzed monthly	N/A	605	N/A	594	600
<b>Goal 5</b> To enhance revenue collection options and practices.					
2.3 Ratio of intergovernmental revenues to total general fund revenues	N/A	28%	N/A	30%	30%
2.3 Number of new grants awarded to the City	N/A	41	N/A	38	30
3.3 Number of fee schedule line items reviewed annually	N/A	144	N/A	145	145

**BUDGET REQUEST - OPERATING EXPENDITURES**

History of Expenditures in Operating Expense Accounts

Department/Division

Finance

Fund and Division # 110-41512

Account Title	Actual FY2003	Actual FY2004	Actual FY2005	Budget FY2006	Proposed FY2007
Salaries	\$813,710	\$831,063	\$815,162	\$894,710	\$944,360
Benefits	261,073	237,712	289,924	286,740	313,120
Supplies	36,863	51,725	38,470	44,470	44,470
Utilities	0	0	0	0	0
Education and Travel	3,217	2,542	3,614	5,320	5,320
Repair and Maintenance	2,549	5,279	5,573	5,700	5,700
Special Projects	0	0	0	0	0
Leases	0	0	0	0	0
Contract Services	226,082	107,585	214,719	289,560	289,560
Capital Outlay	5,400	0	0	0	0
Total	\$1,348,894	\$1,235,906	\$1,367,462	\$1,526,500	\$1,602,530

**BUDGET REQUEST - OPERATING EXPENDITURES**

Description of Expenditures in Operating Expense Accounts

Department/Division Finance Fund and Division # 110-41512

1	2	
Account Title	Total in Account	Description of Expenditures
Salaries	\$944,360	Appropriation needed as calculated on personnel detail.
Benefits	\$313,120	Retirement and Insurance benefits provided and calculated on personnel detail.
Supplies	\$44,470	Postage, Checks, Copier costs, Laser printing supplies, Envelopes, Printing budgets & CAFR, Advertising & legal ads, Cash register & calculator paper, computer paper, Office supplies (pens, pencils, binders, folders, sundry office supplies) & equipment (not considered capital outlay)
Utilities	\$0	Utilities included under General Government Buildings
Education and Travel	\$5,320	Attendance at MPFOA, MACPA & GFOA meetings for continuing professional requirements, Computer software training, On site hands on training, Professional association dues, GAFFR subscription & updates, Professional publications (Wall Street Journal), Mileage allowance for POV travel in the local area not related to training
Repair and Maintenance	\$5,700	Annual mailing contracts for office equipment (mailing system, typewriters & calculators, folder/inserters, check signer, shredder, etc), Alarm system, Parts & non-contract repairs of personal computers and other equipment
Special Projects	\$0	
Leases	\$0	
Contract Services	\$289,560	Grant writing & research assistance, Annual audit costs, Internal control audits, Miscellaneous add-on costs for extra work required during the audits, bank and bond processing fees, MML dues, parking ticket collections contract, and other miscellaneous government payments.
Capital Outlay	\$0	

Total \$1,602,530

**BUDGET REQUEST - OPERATING BUDGET**

## Explanation of Changes in Operating Budget

Department/Division

Finance

Fund and Division #

110-41512

Account Title	Budget FY2006	FY2007			Explanations
		Base	Inc(Dec)	Proposed	
Salaries	\$894,710	\$944,360		\$944,360	
Benefits	286,740	313,120		313,120	
Supplies	44,470	44,470		44,470	
Utilities	0	0		0	
Education and Travel	5,320	5,320		5,320	
Repair and Maintenance	5,700	5,700		5,700	
Special Projects	0	0		0	
Leases	0	0		0	
Contract Services	289,560	289,560		289,560	
Capital Outlay	0	0		0	
Total	\$1,526,500	\$1,602,530	\$0	\$1,602,530	

**BUDGET REQUEST - OPERATING EXPENDITURES**

## History of Personnel Expenditures and Staffing

Department/Division FinanceFund and Division # 110-41512

Description	Actual FY2003	Actual FY2004	Actual FY2005	Budget FY2006	Proposed FY2007
Base Salaries	\$813,710	\$831,063	\$815,162	\$893,250	\$944,360
Overtime	0	0	0	1,460	0
Doubletime	0	0	0	0	0
Salary Subtotal	\$813,710	\$831,063	\$815,162	\$894,710	\$944,360
Benefits	261,073	237,712	289,924	286,740	313,120
Personnel Totals	\$1,074,783	\$1,068,775	\$1,105,086	\$1,181,450	\$1,257,480
<u>Staffing Summary</u>					
Permanent Positions	19	19	19	19	19
Temporary Positions	0	0	0	0	0



## Excel Program

Steps to Be Undertaken to Meet Goal	Objective and Action Brief Narrative	Current Status	Resources Required	Fiscal Impact
<b>Goal 1</b> To increase support functions and services for hardware, software and technology.				
<b>1 Objective</b>	Provide for financial applications support	Continually	Current	Current
1.1 Action	Contractual services agreement for Therefore Systems (T4) support	Annually	Current	Current
1.2 Action	Review applications (Rental License, Residential Parking, etc.) for extension to T4 system	In Process	Current	Current
1.3 Measure	Number of mainframe applications support			
<b>2 Objective</b>	Provide for financial applications support	In Process	Current	Current
2.1 Action	Training for accounts payable users			
2.2 Measure	Number of calls to A/P			
<b>3 Objective</b>	Provide for PC software support	Continually	Current	Current
3.1 Action	Training coordinator position	In Process	Current	Current
3.2 Action	Microsoft Office installation	In Process	Current	Current
3.3 Measure	Number of training hours / Number of desktops installed			
<b>4 Objective</b>	Provide for technology support	Continually	Current	Current
4.1 Action	Implement Help Desk Function			
4.2 Measure	Number of calls for service			
<b>5 Objective</b>	Provide for GIS support	Continually	Current	Current
5.1 Action	Implement Phase III of GIS Plan - desktop application	In Process	Current	Current
5.2 Measure	Number of desktops installed			
<b>Goal 2</b> Implement Inspection, Permitting and Code Applications				
<b>1 Objective</b>	Inspection, Permitting and Code Application infrastructure	In Process	Current	Current
1.1 Action	Specify, select, acquire and implement hardware and software	In Process	Current	Current
1.2 Measure	System installed			
<b>2 Objective</b>	Inspection, Permitting and Code Application workflow	In Process	Current	Current
2.1 Action	Specify and coordinate permit workflow processes between depts.	In Process	Current	Current
2.2 Measure	Permit workflow diagram and documentation			

## Excel Program

Steps to Be Undertaken to Meet Goal	Objective and Action Brief Narrative	Current Status	Resources Required	Fiscal Impact
<b>3 Objective</b>	Provide web based, self-service permitting services	In Process	Current	Capital Improvement Current
3.1 Action	Enhance web site for on-line permits	In Process	Current	Capital Improvement
3.2 Measure	Number of on-line permit applications			
<b>4 Objective</b>	Provide telephone based (IVR), self-service permitting and inspection scheduling services	In Process	Current	Capital Improvement
4.1 Action	Acquire and implement IVR system integrated with new IP phone system	In Process	Current	Capital Improvement
4.2 Measure	Number of inspections scheduled by telephone			
<b>Goal 3</b> Geographic Information Systems (GIS) Core Data Layers				
<b>1 Objective</b>	Provide > 1 meter city-wide street center line coordinates	In Process	Current	Capital Improvement
1.1 Action	Contracted Services	In Process	Current	Capital Improvement
1.2 Measure	Percentage of city land area mapped			
<b>2 Objective</b>	Provide master street addressing tabular data and index	In Process	Current	GIS Technician position
2.1 Action	Data base ownership and cleansing	In Process	Current	Current
2.2 Measure	Percentage of city land area indexed			
<b>3 Objective</b>	Implement National Emergency Numbering Association standards	In Process	Current	Current
3.1 Action	Street Addressing rules established and implemented	In Process	Current	Current
3.2 Measure	Legislation adopted			
<b>Goal 4</b> Develop New MIT Services				
<b>1 Objective</b>	Implement Document Management System [project A2]	In Process	Current	Capital Improvement
1.1 Action	Pilot system at HR	In Process	Current	Current
1.2 Measure	Number of scanned pages - count of paper documents reduced			
<b>Goal 5</b> Improve ability to recover from and manage disasters				
<b>1 Objective</b>	Tele-commuting	In Process	Current	Current
1.1 Action	Develop department procedures for working at home: tele-commuting	In Process	Current	Current

DEPARTMENT: MIT/Finance

DIRECTOR Paul Thorn

## Excel Program

Steps to Be Undertaken to Meet Goal	Objective and Action Brief Narrative	Current Status	Resources Required	Fiscal Impact
1.2 Measure	Number of hours working from home			
<b>2 Objective</b>	Risk Analyst	In Process	Current	Current
2.1 Action	Do threat assessment to City technologies	In Process	Current	Current
2.2 Measure	Threat assessment analyst document			
<b>3 Objective</b>	Improve and test business Continuity of Operations (COOP) plans	In Process	Current	Current
3.1 Action	Develop COOP plan in coordination with all internal supporting departments	In Process	Current	Current
3.2 Action	Disaster drill	In Process	Current	Current
3.3 Measure	Survival of business operations			

DEPARTMENT: MIT/Finance

DIRECTOR: Paul Thorn

**Performance Measure Worksheet**

EXCEL Program Goal Measure: Outcome Indicator	Efficiency Measure / Indicator				
	FY 05		FY 06		FY 07
	Goal	Actual	Goal	Estimated	Goal
<b>Goal 1</b> Provide for financial applications support					
Total number of available mainframe hours	8,760	8,701	8,760	8,745	8,760
Mainframe applications supported	17	17	18	18	20
Mainframe terminals supported	50	50	55	55	60
<b>Goal 2</b> Provide for PC hardware support					
PCs supported	325	326	330	330	335
Percentage of calls for service completed in one day	65%	60%	70%	65%	75%
Percentage of calls for service completed in two days	95%	95%	95%	95%	95%
<b>Goal 3</b> Provide for PC software support					
Number of training hours provided	100	75	250	150	400
<b>Goal 4</b> Provide for e-mail services					
Number of e-mail boxes	300	300	350	350	400
<b>Goal 5</b> Provide for local and wide area network services					
Number of networked PCs	250	255	275	260	300
Aggregate wide area network bandwidth in Mbs	4	4	10	12	250
<b>Goal 6</b> Provide for web site services					
Number of web pages	3,000	3,112	4,000	4,223	5,000
Average hit count per day (in thousands)	35	42	50	62	80
On-line payment transaction count/volume average per month	N/A	N/A	250/ \$25,000	250/ \$25,000	500/ \$50,000
Number of CARTS request for service	N/A	237	250	250	300

**BUDGET REQUEST - OPERATING EXPENDITURES**

History of Expenditures in Operating Expense Accounts

Department/Division

Finance/MITFund and Division # 110-41514

Account Title	Actual FY2003	Actual FY2004	Actual FY2005	Budget FY2006	Proposed FY2007
Salaries	\$241,236	\$327,270	\$388,856	\$507,680	\$503,190
Benefits	58,276	84,548	97,551	101,230	105,360
Supplies	7,805	8,512	8,588	8,620	8,620
Utilities	0	0	0	0	0
Education and Travel	2,929	4,297	4,935	4,970	4,970
Repair and Maintenance	79,738	67,173	92,882	81,300	81,300
Special Projects	0	0	0	0	0
Leases	0	0	0	0	0
Contract Services	101,731	138,949	234,091	237,910	237,910
Capital Outlay	0	0	0	0	0
Total	\$491,715	\$630,749	\$826,903	\$941,710	\$941,350

**BUDGET REQUEST - OPERATING EXPENDITURES**

Description of Expenditures in Operating Expense Accounts

Department/Division Finance/Management Information Fund and Division # 110-41514

1	2	
Account Title	Total in Account	Description of Expenditures
Salaries	\$503,190	Appropriation needed as calculated on personnel detail.
Benefits	\$105,360	Retirement and Insurance benefits provided and calculated on personnel detail.
Supplies	\$8,620	Laser printer supplies, Network supplies, Paper, Magnetic tapes, Office supplies
Utilities	\$0	Utilities accounted for under General Government Buildings
Education and Travel	\$4,970	Off site education & training, Attendance at annual ADMINIS users conference, Self instruction courses, Computer based training, Periodicals, Milage allowance
Repair and Maintenance	\$81,300	Software maintenance, Hardware maintenance, Other miscellaneous items
Special Projects	\$0	
Leases	\$0	
Contract Services	\$237,910	Micro-computer training contract, Network engineering services, Voice mail, E-Mail, Digital Equipment Corp. disaster site services & disaster insurance, Internet, Hardware & software - other departments
Capital Outlay	\$0	

Total \$941,350

**BUDGET REQUEST - OPERATING BUDGET**

## Explanation of Changes in Operating Budget

Department/Division

MIT

Fund and Division #

110-41514

Account Title	Budget FY2006	FY2007			Explanations
		Base	Inc(Dec)	Proposed	
Salaries	\$507,680	\$503,190		\$503,190	
Benefits	101,230	105,360		105,360	
Supplies	8,620	8,620		8,620	
Utilities	0	0		0	
Education and Travel	4,970	4,970		4,970	
Repair and Maintenance	81,300	81,300		81,300	
Special Projects	0	0		0	
Leases	0	0		0	
Contract Services	237,910	237,910		237,910	
Capital Outlay	0	0		0	
Total	\$941,710	\$941,350	\$0	\$941,350	

## BUDGET REQUEST - OPERATING EXPENDITURES

### History of Personnel Expenditures and Staffing

Department/Division Finance/MIT Fund and Division # 110-41514

Description	Actual FY2003	Actual FY2004	Actual FY2005	Budget FY2006	Proposed FY2007
Base Salaries	\$241,236	\$325,560	\$388,531	\$505,630	\$503,190
Overtime	0	1,710	325	2,050	0
Doubletime	0	0	0	0	0
Salary Subtotal	\$241,236	\$327,270	\$388,856	\$507,680	\$503,190
Benefits	58,276	84,548	97,551	101,230	105,360
Personnel Totals	\$299,512	\$411,818	\$486,407	\$608,910	\$608,550
<u>Staffing Summary</u>					
Permanent Positions	4	5	5	5	5
Temporary Positions	0	0	0	2	4



## DEPARTMENT ENHANCEMENT SUMMARY FORM

Department Finance/Management Information Technology

Form #	Enhancement Title	Short Description	Enhancement Amount
1	MIT GIS Intern	GIS Intern (20 hours a week at \$15 per hour for 26 weeks for GIS database and technical work.	\$7,800
2	Street Centerline Database	A street centerline [an imaginary line that runs down the center of a street] database is the most important layer in a GIS system for navigation. All other data layers are indexed to this key base layer	\$21,260

Total \$29,060.00

## DEPARTMENT ENHANCEMENT DETAIL FORM

Department/Division	<u>Finance/MIT</u>	Form #	<u>MIT-1</u>
Maintain Current Service Level	<u>                    </u>	New Service	<u>X</u>
Enhancement Title	<u>MIT GIS Intern</u>	Enhancement Amount	<u>\$7,800.00</u>

## Description/Justification:

GIS Intern (20 hours a week at \$15 per hour for 26 weeks)

The GIS (Geographical Information Systems) goals for FY 2007 are very data intensive. Therefore, it will be important to get assistance either in the form of an intern or specialist to assist the GIS Coordinator in evaluating, cleaning and producing data for the City. The person would have the following tasks:

- Clean datasets that require spatial or attribute fixing

- Perform automated and manual checks of data collected from contractors such as GeoNorth and JMT.

- Produce maps for departments until the application initiatives are complete.

- Perform training or assistance as needed to departments when issues arise.

The city-wide GIS data load projection for FY2007 is sufficient enough for this position to be upgraded a full time GIS Technician estimated at \$18+/hour or \$32,760 per year excluding benefits.

## DEPARTMENT ENHANCEMENT DETAIL FORM

Department/Division	<u>Finance/MIT</u>	Form #	<u>MIT-2</u>
Maintain Current Service Level	<u>                    </u>	New Service	<u>X</u>
Enhancement Title	<u>Street Centerline</u>	Enhancement Amount	<u>\$21,260.00</u>

## Description/Justification:

Purchase 3rd party centerline data	\$3,300.00
Data concatenation for rest of City (switch of AutoCAD files)	\$10,280.00
Centerline conflation of TIGER to planimetric line work	\$7,680.00

A street centerline [an imaginary line that runs down the center of a street] database is the most important layer in a GIS system for navigation and has to be accurate. If the GIS data for navigation to an address is not accurate no one will trust or use the system. All other data layers are indexed to this key base layer. Currently this database is not uniformly accurate or trustworthy city-wide.

The recommended method includes rapid implementation, is relatively inexpensive, will produce a trustworthy product and will lead to a City owned database.

The first step is to buy a vendor software product that contains the required centerline attributes but is licensed by the City.

The second step is to obtain the seamless data from GeoNorth for the City (taken from the AutoCAD planimetric [a method of measuring area by tracing its boundary line] collection from 2002) minus the historic district which has already been completed and combined. Some data will require conversion such as the planimetrics collected from the 2002 orthophotography (overhead aerial photos) that is currently in AutoCAD format provided by the City Public Works Engineering and Construction. Due to inherit differences between the source and destination database formats (ArcInfo and AutoCAD) certain joins and clean up will be necessary on the data.

The final step is to purchase good data from TIGER files from the US Census Bureau and place the attribute information on the planimetric centerline from the 2002 orthophotography fixing the polarity of the line work as well.

We would buy the vendor software and database for a quick navigational fix but work toward conflating [combining the two database together] the City centerline in the future so that the City would have ownership and would not have to depend on software updates from a third party vendor.